



USCIS Business System Transformation

April 2006



U.S. Citizenship
and Immigration
Services



USCIS Transformation Mission & Objectives

USCIS will deliver a new business identity, fresh tools, and dependable information to enable its people as confident and proud stewards of America's promise.



- ***National Security:*** USCIS will ensure the integrity of the immigration system and the security of the country by effectively collecting, analyzing, and sharing information used to verify identity, eligibility, and status.
- ***Customer Satisfaction:*** USCIS will deliver world class customer service by providing timely and accurate information and promoting civic values.
- ***Operational Efficiency:*** USCIS will be an innovative, flexible, and accountable organization that invests in its people and infrastructure to ensure cost-effective and consistent results.

Current USCIS Challenges

- Forms-based process complicates customer-centric approach to benefits processing
 - Limits agency's ability to manage identity of individuals (one person-one identity)
 - Unable to link customers to previous histories
- Paper process impedes efficiency
 - Shuffling, storage, loss, and non-sharing of files
 - Long application-to-benefit cycle times
- Disparate IT systems
 - Difficult to respond to new initiatives
 - High Operations and Maintenance costs
 - Process changes are slow, expensive, and limited
- Limited data sharing
 - Large majority of information held in paper form
 - Legacy stovepipe systems not amenable to integration
- Inadequate metrics to monitor and evaluate performance



Legacy Application Environment – As Is State

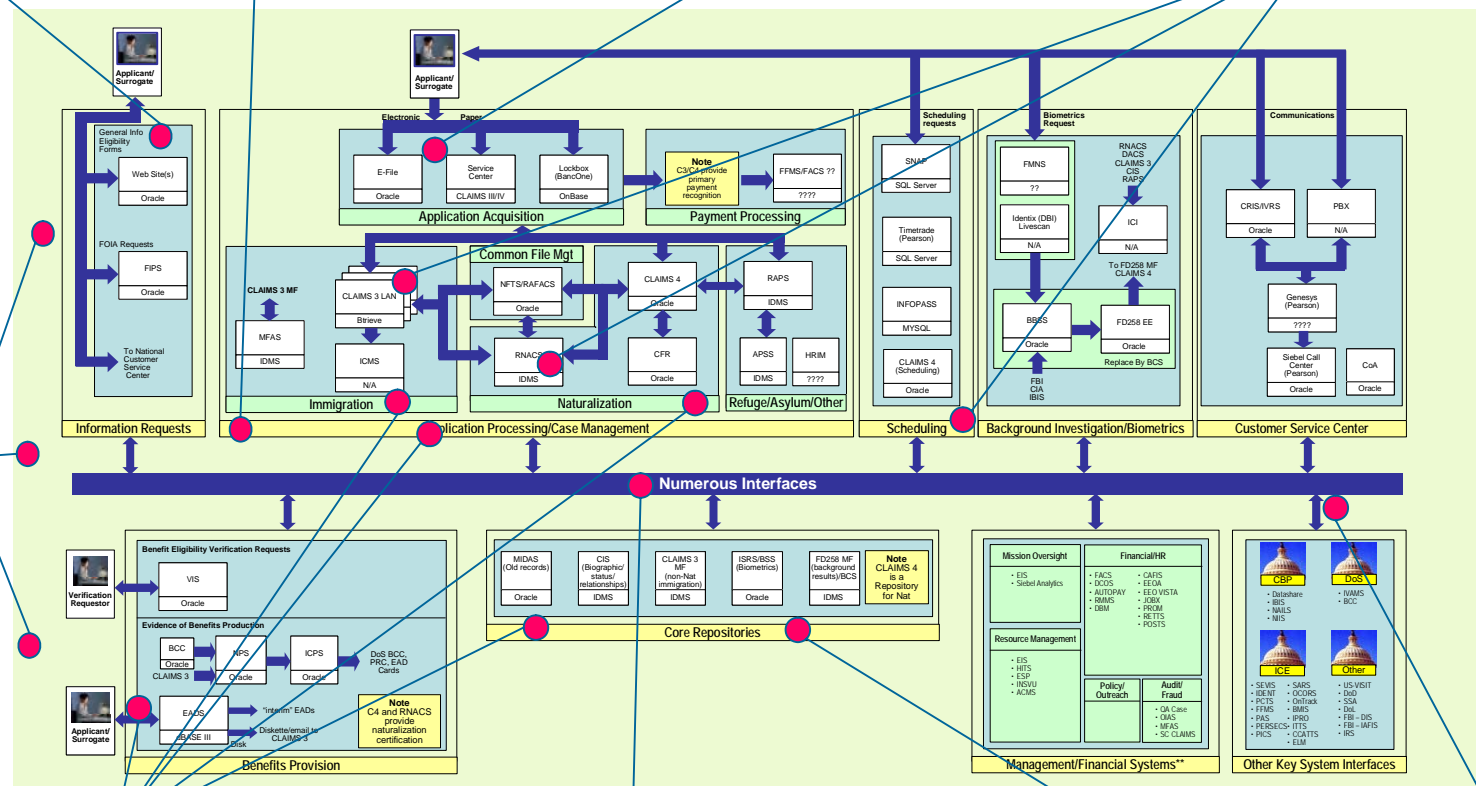
Website that does not provide timely information based on customer needs and is not consistent with eGov strategies

Paper based record systems that prevent significant process improvement

Very limited customer-enabled self-services and electronic data entry that support "input once and use many"

Multiple instances of systems and multiple "same" systems that require multiple level of O&M support dollars

Old IT infrastructure (i.e. desktop, servers, LANs) that increases O&M cost and do not support any "new" major implementation



Legacy "stove-pipe" and "stand-alone" systems (many over 15 years) that attribute to application backlog and limit information sharing across multiple systems and organizations

Point-to-point interfaces that limit information sharing and costly to maintain

Legacy "disparate" data sources:
1) Form-based, not customer centric
2) Data integrity issue
3) Distributed, preventing speedy access and analysis (e.g. fraud detection)

Limited information sharing across agencies and departments



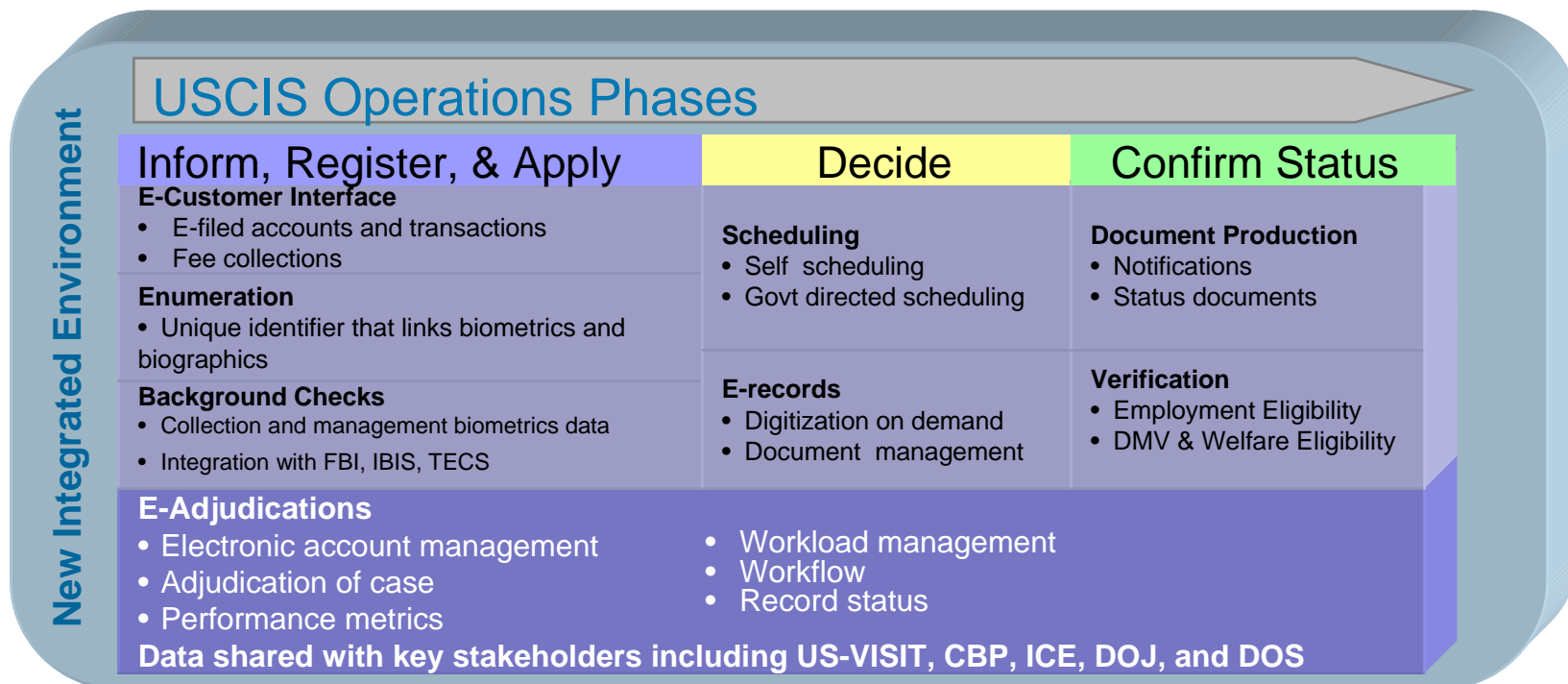
The Heart of Transformation

- **Move from forms-centric to account-centric approach**
 - Lock in alien customer identity on initial encounter
 - Create customer-based accounts with unique enumeration of people and entities (i.e., aliens, employers, representatives)
 - Link biometric and biographic data, using NIEM and Metadata standards to maximize agency sharing
 - Attach transactions and updates to “person” and “company” records
 - Track case status and customer relationships
- **Enable electronic intake, background checks, distribution and adjudication**
- **Provide customers intuitive presentation and transparent status information, using accounts**
- **Build-in data sharing capabilities with other agencies: DOS, ICE, US-VISIT, etc.**
- **Increased scalability to handle current and emerging workloads**



USCIS Transformation Program

USCIS plans to transform the currently fragmented environment into an integrated end-to-end adjudicative process providing a variety of benefits. USCIS has identified 8 capabilities included in the Transformation effort. USCIS will deploy a new e-Adjudication system that will uniquely identify individuals through enumeration linked to biometrics. Current processes will be transformed into an integrated set of services. All information related to an individual will be linked in a single account and available through the e-Adjudication system thereby creating the transformed end-to-end adjudicative process.



USCIS Business Process

USCIS has identified the core components that must exist in any transformed business process. While not all benefits will require services from each component, these components in the aggregate, would accommodate virtually all benefits processing.

